



AUSTRALIAN SKI
PATROL ASSOCIATION

UNIVERSITY OF CANBERRA
NEW INTELLIGENCE



Centre for Tourism Research, University of Canberra

Patroller Survey - 2006

Prepared for the Australian Ski Patrol Association
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Executive Summary

The Centre for Tourism Research, at the University of Canberra, was commissioned by the Australian Ski Patrol Association (ASPA) to conduct a survey that sought input from individual patrollers as part of ASPA's broader marketing strategy. The broad themes that the survey investigated built on the core areas of human resources management (recruitment, training and development, reward and remuneration and retention). The broad themes are:

- Patroller demographics
- Influences on becoming a patroller;
- Training and development;
- Influences upon continuing as a patroller;
- The role of ASPA.

The research involved conducting two focus groups in June 2006 to gather key issues from patrollers, from which an on-line survey was developed on Survey Monkey. This was trialled with the ASPA Board and went live in late July 2006. Follow-up emails were sent to support the announcement of the survey in July's ASPArations. To supplement the on-line responses a paper-based version was administered at the Thredbo October 2006 Advanced Emergency Care Course. Together there were 104 responses received by the 31 October, 2006 end date, of which 74% were online.

Overall, the experience of being a patroller is one where people enjoy working with those around them, enjoy being able to do an important and meaningful job in the outdoors and tends to be a job that people will continue to do for many years.

The key findings summarised below are presented under the five broad themes.

1. Patroller demographics:

- Respondents were typically male (78.6%) and 36 years or older (71.1% of all);
- Only 12.5% of respondents were 18-25 years;
- Volunteers tended to be older with 72.9% in the 36-55 year age group compared to 42.3% of the paid-patrol;
- Perisher and Thredbo patrollers accounted for 66% of all responses, Tasmania was 12% and Victorian patrollers providing only 20% of all responses;
- Patrollers who were active as volunteers in 2006 accounted for 67% of responses, with 25% from paid patrollers and 8% from in-active patrollers;
- Alpine skis were the main mode travel for 81% of respondents when on patroller with 5% each using telemark skis, snowboards or cross country skis;
- Females were more likely to use snowboards or cross country skis than males;
- The length of membership of volunteers ranged from 0 (i.e. joining in 2006) to 34 years (average: 12.31 years) and paid patrollers from 0-26 years (average: 8.74 years);
- 19% indicated they had served both as a volunteer and a paid patroller, all had progressed from being volunteers to paid patrol;

- The total number of days worked in 2005 by respondents were 38% by volunteers and 62% by paid patrollers.
- The average days worked in Australian patrols in 2005 were 15.62 days for volunteers in 2005 and 66.12 days for paid patrollers;
- The estimated value of the volunteer hours contributed in 2005 was \$2,411.92 per volunteer and \$159,186.40 for all respondents who were volunteers;
- 16.4% of respondents had or do also work overseas on patrol with the USA the most common destination (58.9% of those who had worked overseas).

2. Influences on becoming a patroller:

- *Enjoying being outdoors* (response average of 4.67 on a 5-point scale) was the most important influence on becoming a patroller, closely followed by *Wanting to do something worthwhile* (response average of 4.47) and *Wanting to help someone* (response average of 4.39);
- *Wanting to ski/board for free* was rated fifth out of a list of six items as an influence on wanting to be a patroller;
- New patrollers had been more influenced by having previously been cared for patrol than those who had been patrollers for many years;
- The most important sources of information for becoming a patroller were *Friends or family who were ski patrollers* (response average of 3.82 on a 5-point scale), the least useful were *Advertising around the resort* (response average of 1.95), *Displays at ski shows* (response average of 1.84), or *Advertising in magazines or newspapers* (response average of 1.68);
- The *ASPA Website* was a more important source of information for patrollers joining in 2006 (response average of 3.00).

3. Training and development:

- ASPA training, role modelling on-the-job, being mentored and mentoring others were the top four influences on developing appropriate knowledge, skills and attitudes as a patroller from a list of six:
 - *ASPA's Advanced Emergency Care* program (response average of 4.52 on a 5-point scale),
 - *Being mentored by other patrollers* (response average of 4.48),
 - *The behaviours and attitudes seen in other patrollers* (response average of 4.36) and
 - *Being able to mentor new patrollers* (response average of 4.21).
- The most popular desired training program was *Search and Rescue* (84% of all), followed by *Advanced Patient Care* (83%);
- Volunteers had a greater interest in *Search and Rescue* (88% of volunteers) and *Critical Incident Stress Debriefing* (73%) than paid-patrollers;
- Paid-patrollers had more interest in non-medicals course than volunteers, such as *Staff management and leadership* (76% of paid patrollers) and *Workplace Assessment and training* (64% of paid patrollers).

4. Influences upon continuing as a patroller:

- The most important influence on continuing as a patroller is the relationship within the workplace (response average of 4.64 on a 5-point scale);
- Helping others (response average of 4.54) and job satisfaction (response average of 4.53) are also important influences;
- Tangible rewards and recognition are important for both paid patrollers and volunteers;
- Recognition of ASPA qualifications both within Australia (response average of 3.91) and overseas (response average of 4.13) are of value to all;
- Work demands and the costs of patrolling (e.g. petrol, accommodation, training and uniforms) are issues for volunteers;
- Career progression and pay rates are important issues for paid patrollers.

5. The work and role of ASPA:

- Becoming a RTO is seen as a positive by respondents (response average of 4.16 on a 5-point scale);
- ASPArations provides useful information for many (response average of 3.78);
- ASPA needs to improve its communication with individual patrollers (response average of 3.32);
- There is lukewarm support for individual memberships (response average of 2.97);
- ALL the core work that ASPA is currently involved in (i.e. training, setting and communicating patient care standards and protocols and communicating with and lobbying all key stakeholders: participants, resorts and government) received average responses over 4 on a 5 point scale;
- The current ASPA website does not appear to receive many visits by patrollers, but this may reflect the type of information that is available rather than the usage of electronic media;
- Being able to access information online on *Pro deals on equipment* (94%) and *Pro deals on clothing* (92%) received strong support;
- Volunteers were more interested in on-line discussions boards than paid patrollers which may relate to their desire for maintaining their knowledge and skills as well as their connection;
- The preferred method of communicating with individual patrollers is via direct email (56% of those completing the paper-based questionnaire).

With 67% of responses being from volunteers, there needs to be a significant emphasis upon the effective management of volunteers. However as 62% of the reported work is being done by paid patrollers there needs to be an equal emphasis upon the effective management of paid patrollers.

ASPA receives strong support for its core business and the need for that work to continue at a high level whether that involves paying instructors, employing an

executive officer and/or through the ongoing professional development of current patrollers and instructors.

Those areas that may warrant further investigation and/or management include:

- Investigate what barriers may exist for underrepresented groups to join both volunteer and paid patrols, e.g. younger people, females, snowboarders;
- Implement strategies for increasing the numbers from underrepresented groups;
- Explore career development strategies for paid patrollers;
- Develop a communication strategy, potentially via email, that would enable direct contact with individual patrollers.

1. Introduction

The Centre for Tourism Research at the University of Canberra was by the Australian Ski Patrol Association (ASPA) to conduct a survey of individual patrollers that would complement a similar process planned with the patrols. Patrollers, ski patrols and ASPA provide an invaluable service to the snowsport industry that is part of the overall risk management of resorts as well as supporting the enjoyment of many skiers and boarders by managing safety, responding in times of need and assisting in the communication of the snowsport safety message to the public, the resorts and to government.

As an organisation that is dependent upon a substantial volunteer input from the individual patroller level through to the ASPA Board, this research has been informed by previous research that has been conducted on volunteer management, as well as research on human resource management (e.g. recruitment, training and development, reward and remuneration and retention).

The survey sought input across of a range of topics including:

- Motivations and information used to become patrollers;
- Training and development needs;
- Factors supporting and/or creating barriers for continuing as a patroller;
- The role of ASPA.

The following report presents the results of the survey as well as providing information and insights on volunteer management from previous research on volunteer management.

2. Volunteering

2.1. *Why Do People Volunteer?*

People volunteer for a wide range of reasons. A study by the Australian Bureau of Statistics (Australian Bureau of Statistics, 2000) indicates that the most common reason for volunteering is that the voluntary activity helps someone and/or the community. Other reasons for volunteering include personal satisfaction, personal/family involvement, to do something worthwhile, social contact and also to use skills and experience. Less common reasons include learning new skills and gaining work experience.

2.2. *Who Volunteers?*

The ABS study highlighted those who are most likely to volunteer. Overall women are slightly more likely to volunteer than men (33% of the population versus 31%), but in the older age groups men are slightly more likely to volunteer than women just as full-time employed men are more likely to volunteer than full time employed women (34% versus 31%). Those most likely to volunteer are people aged 35-44 (40% reported volunteering) while female partners with dependent children had a volunteer rate of 45% compared to 28% for female partners without dependent children. Those people in paid employment, either full-time or part-time, were more likely to volunteer than those who were unemployed or not in the labour force.

2.3. What Stops People Volunteering?

Research conducted in America on the management of volunteers (Fleishman-Hillard Research, 1998) has pointed out some of the reasons why people stop volunteering. In some circumstances it may be because of their own changing time and/or personal commitments, however for up to 40% of people, their reason for stopping their voluntary activity has been a result of *poor management of the volunteers*.

Importantly this research highlights that poor volunteer management practices resulted in more lost volunteers than people losing interest because of changing personal or family needs. Good volunteer management practices can have a significant impact upon the retention of volunteers already committed to the organisation. The following table suggests those things that will turn volunteers off as well as a range of areas to focus on if you want to turn volunteers on (Vining, 1998, p.43).

Table 1 Volunteers: Turning them Off and Turning them On (Vining, 1998)

Volunteer Turn-Offs	Volunteer Turn-Ons
<ul style="list-style-type: none">• Unclear responsibilities• Poor organisation• Information withheld• Long meetings• Tension and conflict• Uncooperative staff• Burnout from overwork	<ul style="list-style-type: none">• Benefits of work to children• Work that counts• Efficient organisation• Training and information• Friendly relations• Efficient rosters• Appreciation• Recognition

3. Methodology

The research design involved conducting two focus groups and the design of an online questionnaire. Two focus groups were conducted with participants at the Thredbo Advanced Emergency Care Course in June 2006 to gather insights into issues of importance for individual patrollers. From this information and also advice from ASPA Board members from which an on-line survey was designed using Survey Monkey and trialled with ASPA Board members in the first week of July 2006. The survey went live at the end of July with a reminder sent out in the July ASPArations in the first week of August. By the end of September there were only 16 responses, so two further steps were implemented: an email reminder was sent by the President on 2 October and a paper version of the questionnaire was taken to Thredbo Advanced Emergency Care Course in October 2006. As a result of the combined efforts the number of responses increased to the final number of 104 of which 77 were online (74%).

4. Results and Discussion

4.1. Respondents

4.1.1. Age and Gender

As presented in Table 2 and Figure 1, respondents were typically male (78.6%) and 36 years or older (71.1% of all). No respondents indicated they were 66 years or over, but that may be a result of the 'digital divide' in the sense that older people may not have access to or use email. Only 12.5% were 18-25 years, even though that is the most dominant age range of many skiers and boarders. Volunteers tended to be older (72.9%

were 36-55 years compared to 42.3% of the paid-patrol), with the number the number of in-active patrollers peaking in the 46-55 year age group.

The low representation of females and younger people overall, presents a challenge for patrols in terms of how they recruit and retain new members, particularly in these underrepresented categories. While not explored in this survey, factors that may need investigating regarding this under-representation include: the culture of the patrols, the image of ski patrol, the roles of ski patrol and whether the job designs and tasks required are suitable for younger people and/or females.

Table 2 Age range by Gender and Status in 2006

Age Range	Female (21.4%)	Male (78.6%)	Volunteer in 2006	Paid Patrol in 2006	Not active in 2006	All responses
18-25 years	18%	11%	8.6%	26.9%	0.0%	12.5%
26-35 years	27%	12%	12.9%	26.9%	12.5%	16.3%
36-45 years	27%	33%	38.6%	15.4%	25.0%	31.7%
46-55 years	27%	37%	34.3%	26.9%	62.5%	34.6%
56-65 years	0%	6%	5.7%	3.8%	0.0%	4.8%
66 years plus	0%	0%	0.0%	0.0%	0.0%	0%
Total	100%	100%	100.0%	100.0%	100.0%	100%

While the pattern of volunteering of males, as indicated in Figure 1, is similar to the national pattern of volunteering identified by the Australian Bureau of Statistics (2000) study (Figure 2), the pattern for females in the ski patrol is substantially different from what may be expected. This raises the question as to whether this representative of the all patrollers but also how more women can be encouraged to participate given that women, as much as men are likely to volunteer.

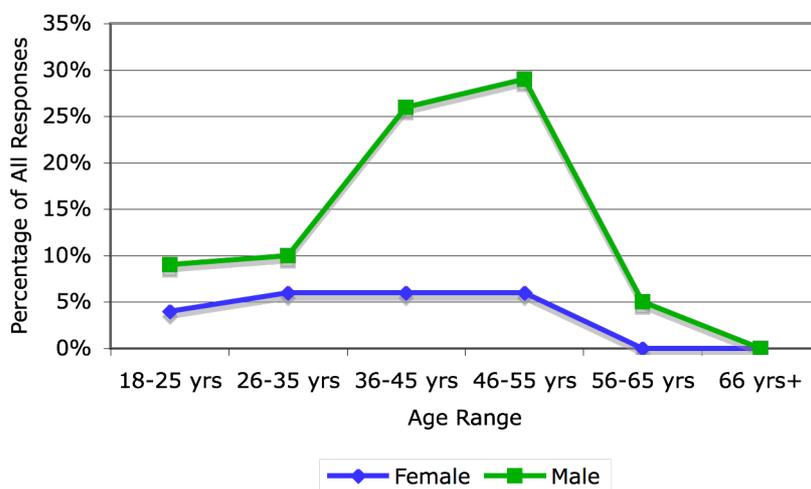


Figure 1 Distribution of Age Range by Gender

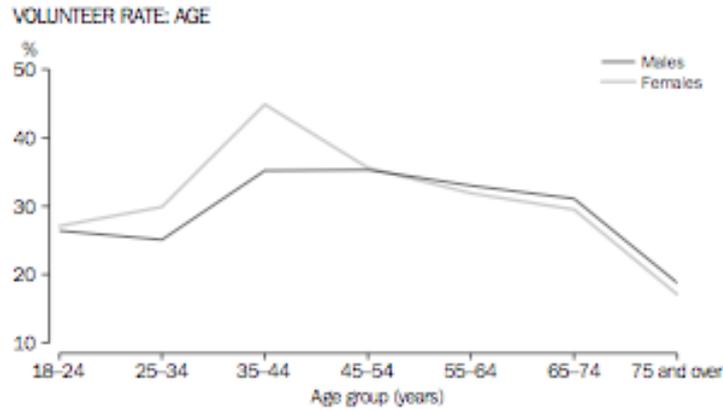


Figure 2 Volunteer Rate: Age
 Source: Australian Bureau of Statistics (2000), p.4

4.1.2. Patrol membership

Respondent were asked to indicate which of 14 patrols across Australia that they were a member of. The distribution of the responses seems somewhat unbalanced with at least one patrol (Mt Buffalo) having no responses and several of the larger resorts appearing to be underrepresented (Figure 3). Members of Perisher and Thredbo accounted for 33% of responses each. Looking at the distribution across the states also seems to suggest that Victorian resorts would be underrepresented as a whole with:

- 68% of responses were from patrollers in New South Wales resorts;
- 20% of responses were from patrollers in Victorian resorts;
- 12% of responses were from patrollers in Tasmanian resorts.

This contrasts with skier days as reported by the Australian Ski Areas Association (www.asaa.org.au) where the distribution for 2005 was estimated as:

- 58% of skier days in New South Wales resorts;
- 42% of skier days in Victorian resorts;
- <1% of skier days in Tasmanian resorts.

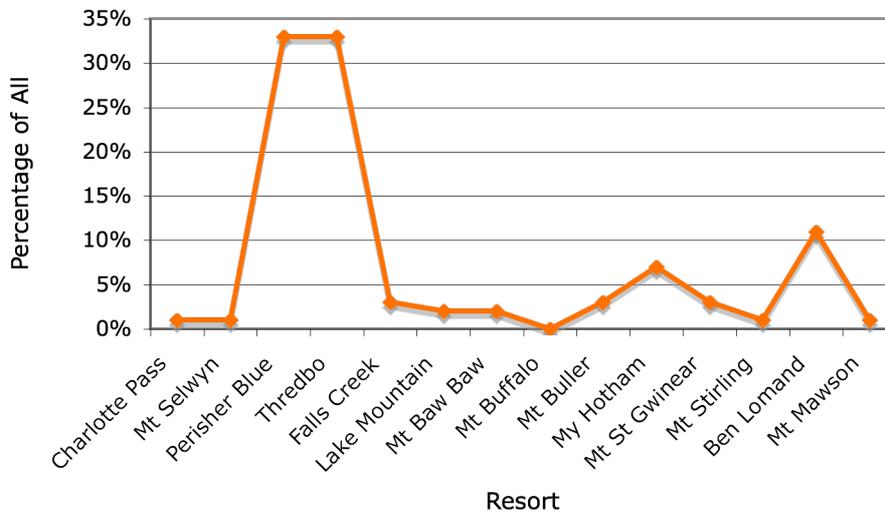


Figure 3 Percentage of responses from each resort

The distribution of the responses from each patrol raises a few questions about the communication to the individual members such as:

- How effective is the communication between the National body and each of the individual patrols?
- Do all patrols pass on ASPA communication in a timely manner to their individual members?
- Do individual patrollers have ready access to on-line materials
- Are patrollers interested in communicating with ASPA?
- What is the most effective way of communicating with individual patrollers?

4.1.3. Status in 2006

Three options were provided for respondents to indicate their status in winter 2006: active as a volunteer; active as a paid patroller; not active in 2006. Responses were received from 70 volunteers (67% of respondents), 26 paid patrollers (25%) and 8 inactive patrollers (8%).

4.1.4. Main mode of travel on patrol

Table 3 summarises responses to the question exploring the main mode of travel of respondents when working as a patroller. Alpine skis were the greatest by far (81%) followed equally by telemark skis, snowboards and cross-country skis (5% each). Those in the 'Other' category include two who used both alpine and telemark skis as well and one who reported walking. No one reported using a skido as their main mode of travel. Females are more likely than males to use a snowboard (14% of females compared to 3% of males) or cross-country skis (10% compared to 4%). When considering the need of the patrols to communicate effectively with the most at-risk populations there appears to be an opportunity to target snowboarders to be patrollers so that the patrols better reflect the snowsport community where snowboarders can be up to 50% of all participants.

Table 3 Main Mode of Travel as a Patroller by Gender

		Female	Male	Total
Alpine Skis	% within Gender	72%	84%	81%
	% of Total	15%	67%	81%
Telemark Skis	% within Gender	5%	5%	5%
	% of Total	1%	4%	5%
Snowboard	% within Gender	14%	3%	5%
	% of Total	3%	2%	5%
Cross-country Skis	% within Gender	10%	4%	5%
	% of Total	2%	3%	5%
Skido	% within Gender	0%	0%	0%
	% of Total	0%	0%	0%
Other	% within Gender		5%	4%
	% of Total		4%	4%
Total	% of Total	21%	79%	100%

4.1.5. Length of membership

The length of service of respondents showed a range of 0 to 34 years for volunteers and 0 to 26 years for paid patrollers (Table 4). Those with 0 years had joined in 2006. The average length of service of volunteers was 40% more than paid patrollers suggesting

that volunteers have a longer service life. Of the 104 respondents, 20 (19%) indicated that they had served as both volunteer and paid patrollers. All had progressed from volunteers to paid patrollers, with the time gap between starting as a volunteer and starting as a paid patroller being 1 to 19 years, with a mean of 5 years. Of the 20 who had worked both as a volunteer and a paid patroller, seven (35%) worked as a volunteer in 2006, 12 (60%) as a paid patroller, and 1 (5%) was inactive.

Table 4 Years Since Joining as Volunteer or Paid Patroller and by Status in 2006

Years since joining	Percent of Volunteers	Percent of Paid Patrollers	Volunteer in 2006	Paid Patrol in 2006	Not active in 2006
0 years	6.8%	14.7%	9.0%	0.0%	0.0%
1-4 years	26.1%	32.4%	29.9%	15.4%	12.5%
5-9 years	11.4%	8.8%	10.4%	15.4%	12.5%
10-14 years	12.5%	14.7%	11.9%	15.4%	12.5%
15-19 years	18.2%	20.6%	13.4%	23.1%	50.0%
20-24 years	12.5%	2.9%	9.0%	30.8%	12.5%
25-29 years	6.8%	5.9%	9.0%	0.0%	0.0%
30-34 years	5.7%	0.0%	7.5%	0.0%	0.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
Ave. length of service	12.31 yrs	8.74 yrs	67% of all	25% of all	8% of all

Figure 4 explores at more depth the length of service of the two resorts with the highest response numbers: Perisher and Thredbo. Thredbo volunteer patrollers show a clear spike in the 1-4 years membership category, whereas Perisher volunteers were more highly represented in the 15-19 and 20-24 years membership ranges. In contrast Perisher paid patrollers showed a spike in the 1-4 year range. A question that arised from this data is, if this data is representative of all patrollers, then what can be learned from Thredbo's recruitment of volunteers over the last 5 years as well as from the recruitment of Perisher paid patrollers in the same period? If this is not representative, then a question arises as to the effectiveness of the ASPA and the patrols' communication strategies for reaching out to the individual patrollers.

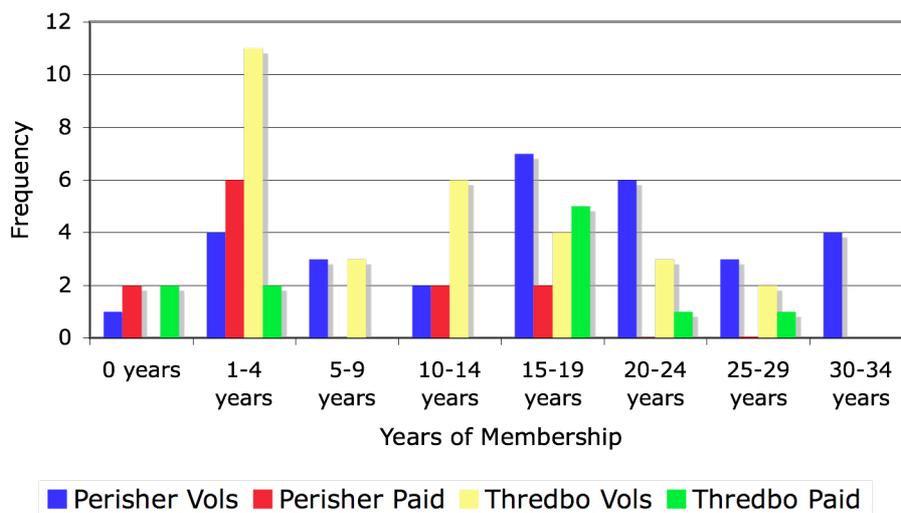


Figure 4 Years of Membership

4.1.6. Average days on patrol

Respondents were asked to estimate the number of days they patrolled within Australia over the previous three seasons. The total number of patrol days reported for the three seasons was 7,613 days in total. Using the 2005 figure as a base an estimate of the value of the volunteer contribution of time to the resorts of the respondents in this survey was calculated using the hourly rate of \$19.30 for ski patrollers in the *Ski Industry (State) Award (769)* is used with an estimated working day of eight hours. This results in a value to the resorts of \$159,186.40 or \$2,411.92 per volunteer. This does not include the value of petrol, accommodation, uniforms and training for each patroller.

Table 5 Total Patrol Days in Australia During 2003-2005 Seasons

Status in 2006	Season	N	Min.	Max.	Sum	Mean	Std. Dev.
Volunteer Patroller	2005	66	0	100	1031	15.62	13.81
	2004	61	0	40	948	15.54	9.58
	2003	59	0	100	984	16.68	14.11
Paid Patroller	2005	25	0	150	1653	66.12	44.55
	2004	22	0	150	1366	62.09	51.63
	2003	23	0	160	1266	55.04	52.74
Not active in 2006	2005	7	0	40	57	8.14	15.08
	2004	7	0	85	154	22.00	29.33
	2003	7	0	85	154	22.00	29.33
Total	2005		0	150	2741	27.97	33.77
	2004		0	150	2468	27.42	33.84
	2003		0	160	2404	27.01	34.12

4.1.7. Working overseas on patrol

From a list of four overseas locations/regions 17 of the respondents (16.4%) indicated that they had also worked overseas on patrol of which 10 worked in the USA, two in Europe, and one in each of Canada and Japan. The remaining three indicated working in more than one area (Table 6). With this number of people working overseas, the interest and the need for reciprocal recognition of qualifications is important and may well be facilitated as a result of the ASPA's RTO status.

Table 6 Overseas Patrol Experience

Overseas Location	Volunteer in 2006	In Paid Patrol in 2006	In-active in 2006	Percentage of all responses
Canada	0.0%	5.9%	0.0%	1.0%
USA	11.8%	47.1%	0.0%	9.6%
Europe	5.9%	0.0%	5.9%	1.9%
UK	0.0%	0.0%	0.0%	0.0%
Japan	5.9%	0.0%	0.0%	1.0%
Other	11.8%	5.9%	0.0%	2.9%
Percentage of total	35.3%	58.8%	5.9%	16.4%

4.2. *Becoming a Patroller*

4.2.1. Influences on becoming a patroller

The major influences on becoming a patroller relate more to being outdoors and wanting to help people, with a lesser motive being the opportunity to ski/board for free

(Table 7). This reinforces the central desire of many patrollers to contribute to the well-being of others.

Table 7 Influences Upon Becoming a Patroller

	Very unimportant 1	Unimportant 2	Neutral 3	Important 4	Very important 5	<i>N/A</i>	Response average
Enjoying being outdoors	0%	0%	3%	27%	69%	1%	4.67
Wanting to do something worthwhile	0%	0%	8%	35%	54%	3%	4.47
Wanting to help people	0%	0%	9%	42%	47%	1%	4.39
Having friends or family who were ski patrollers	15%	19%	16%	22%	18%	11%	3.10
Wanting to ski/board for free	15%	14%	26%	32%	8%	5%	3.04
Being cared for by ski patrol when I was injured	20%	12%	25%	11%	6%	25%	2.61

When considered from the perspective of the length of membership, there is an increased influence for new patrollers of having been cared for by patrol when they were injured, than for those with 15 or more years membership (Table 9 and Figure 5). In contrast there is a decreased importance for newer patrollers to be impacted by friends and family who are patrollers.

Table 8 Response Average: Influences Upon Becoming a Patroller by Years of Membership

	0 Years	1-4 Years	5-9 Years	10-14 Years	15-19 Years	20-24 Years	25-29 Years	30-34 Years	Response average
Enjoying being outdoors	5.00	4.74	4.70	4.56	4.53	4.64	4.50	4.20	4.67
Wanting to do something worthwhile	4.67	4.57	4.60	4.50	4.20	4.27	4.80	3.80	4.47
Wanting to help people	4.50	4.38	4.43	4.44	4.25	4.43	5.00	3.75	4.39
Having friends or family who were ski patrollers	3.00	2.85	3.00	3.13	3.13	3.30	3.00	3.80	3.10
Wanting to ski/board for free	3.17	3.09	2.90	3.22	2.81	2.73	3.20	3.67	3.04
Being cared for by ski patrol when I was injured	3.50	2.72	2.71	3.25	2.46	1.88	1.67	1.00	2.61

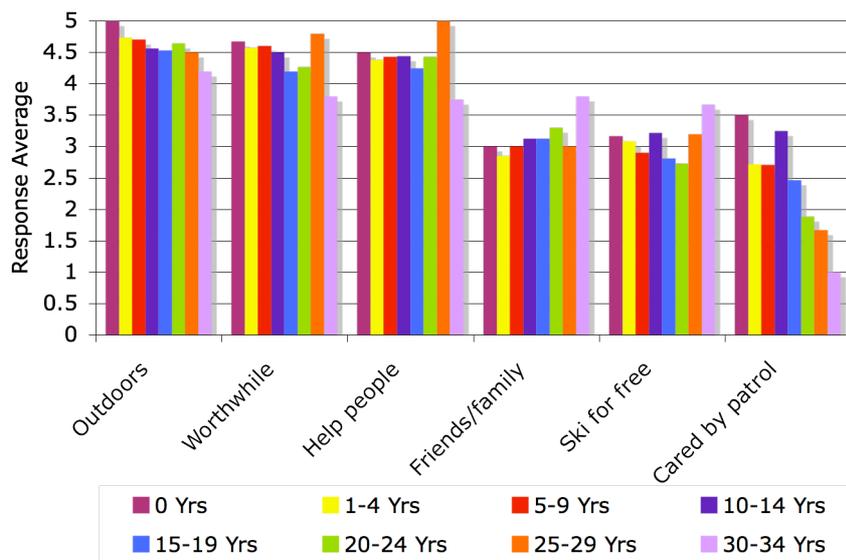


Figure 5 Response Average: Motivations for Becoming a Patroller by Membership Length

4.2.2. Information sources for becoming a patroller

For all respondents the most important sources of information about becoming a patroller were personal contacts with patrollers such as friends or family with 73% indicating that this was an *Important* or *Very important* source of information (Table 9), this was closely followed by *Speaking to a patroller in the resort* (67%). The least important sources of information was *Advertising or information around the resort* (7% indicating this as *Important* or *Very important*, *Displays at ski shows or similar* (3%) and finally *Advertising in magazines and newspapers* (1%). These results emphasise the important role that current patrollers play in recruiting future members, both as role models and marketers of the opportunities with the patrols.

Table 9 Information Sources to Find Out About Becoming a Patroller

	Very unimportant 1	Unimportant 2	Neutral 3	Important 4	Very important 5	N/A	Response average (excl N/A)e
Friends or family who were ski patrollers	11%	6%	8%	27%	36%	12%	3.82
Speaking to a patroller in the resort	8%	5%	11%	41%	26%	10%	3.79
Contacting a patrol or ASPA requesting information	23%	18%	11%	13%	17%	19%	2.79
ASPA Website	24%	29%	10%	10%	0%	27%	2.08
Advertising or information around the resort	31%	29%	9%	3%	4%	25%	1.95
Displays at ski shows or similar	31%	29%	11%	1%	2%	27%	1.84
Advertising or information in a magazine or newspaper	32%	33%	7%	1%	0%	27%	1.68

Table 10 Response Average: Information for Becoming a Patroller by Years of Membership

	0 Years	1-4 Years	5-9 Years	10-14 Years	15-19 Years	20-24 Years	25-29 Years	30-34 Years	Response average (excl N/A)
Friends or family who were ski patrollers	4.33	3.50	2.86	3.88	3.93	4.30	3.83	3.80	3.82
Speaking to a patroller in the resort	4.33	3.30	4.00	4.11	3.93	3.36	4.00	3.67	3.79
Contacting a patrol or ASPA requesting information	3.75	3.19	3.38	3.50	2.23	1.90	3.00	2.33	2.79
ASPA Website	3.00	1.90	2.38	2.50	2.10	1.63	1.67	2.00	2.08
Advertising or information around the resort	2.75	2.00	2.17	2.38	1.92	1.40	2.00	1.67	1.95
Displays at ski shows or similar	2.00	1.61	1.80	2.75	1.92	1.40	2.33	1.67	1.84
Advertising or information in a magazine or newspaper	1.75	1.56	1.80	2.00	1.58	1.60	2.00	1.67	1.68

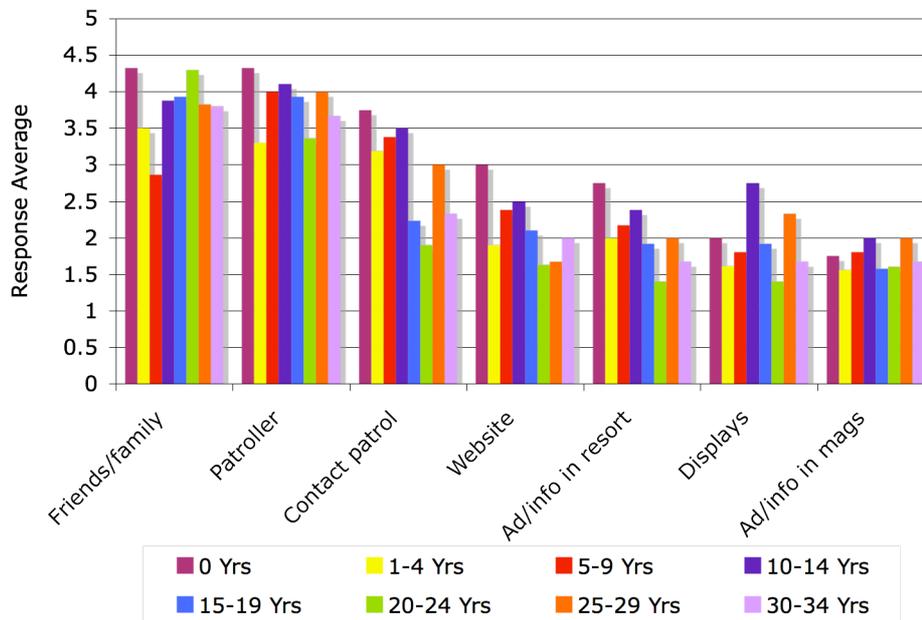


Figure 6 Response Average: Information for Becoming a Patroller by Membership Length

4.3. Training and Development

The greatest influence upon the development of the appropriate knowledge, skills and attitudes of patrollers was ASPA's Advanced Emergency Care Program (Table 11). After this course, the next important items were the on-the-job mentoring and role modelling, which is a mixture of formal and ad-hoc strategies. The importance placed upon being mentored and acting as a mentor suggests an opportunity to document and train patrollers about the role of mentoring in ASPA and in how to be an effective ASPA mentor. This mentoring process can also add to the camaraderie and relationships discussed in Section 4.4.

Table 11 Impacts Upon Developing Knowledge Skills and Attitudes as a Patroller

	Very unimportant 1	Unimportant 2	Neutral 3	Important 4	Very important 5	N/A	Response average (excl N/A)
ASPA's Advanced Emergency Care Program	1%	2%	4%	30%	63%	0%	4.52
Being mentored by other patrollers	2%	1%	6%	29%	62%	0%	4.48
The behaviour and attitudes seen in other patrollers	2%	0%	8%	40%	50%	0%	4.36
Being able to mentor new patrollers	0%	1%	17%	40%	40%	3%	4.21
Other work or life experiences	1%	2%	11%	51%	33%	2%	4.16
Other training received outside of ASPA	1%	7%	23%	37%	29%	3%	3.90

The most popular desired training program of all responses is *Search and Rescue* followed by *Advanced Patient Care*. However when viewed by the respondents' status in 2006, there are differences observed between volunteers and paid patrollers (Figure 7). In particular, the paid patrollers are more likely to want training in non-medical areas such as *Staff Management and Leadership* and *Workplace Assessment and Training*, while Volunteers indicated a greater interest in *Search and Rescue* and *Critical Incident Stress Debriefing*. The focus upon more management skills by paid-patrollers reflects the desire for career progression within the patrols as discussed in Section 4.4 and may also be a result of volunteers being able to access this style of training via their own workplaces, while the paid patrollers are dependent upon the resorts and ASPA to provide both the necessary emergency skills as well as the career-oriented management and other training.

Table 12 Desired Training Programs (multiple responses possible)

Training Courses	Percentage of	Percentage of	Percentage of	Percentage of all
	Volunteers in 2006	Paid Patrol in 2006	In-active in 2006	
Search and rescue	88%	72%	50%	84%
Advanced patient care	81%	88%	83%	83%
Patient monitoring	73%	80%	83%	76%
Avalanche techniques	71%	76%	67%	73%
Critical incident stress debriefing	73%	68%	17%	68%
Fluid replacement	49%	76%	67%	58%
Conflict resolution	55%	60%	67%	58%
Terrain park safety	55%	60%	83%	58%
Staff management/leadership	46%	76%	33%	55%
Dealing with difficult people	51%	52%	67%	53%
Workplace assessment and training	45%	64%	0%	48%
Customer service	30%	44%	17%	34%

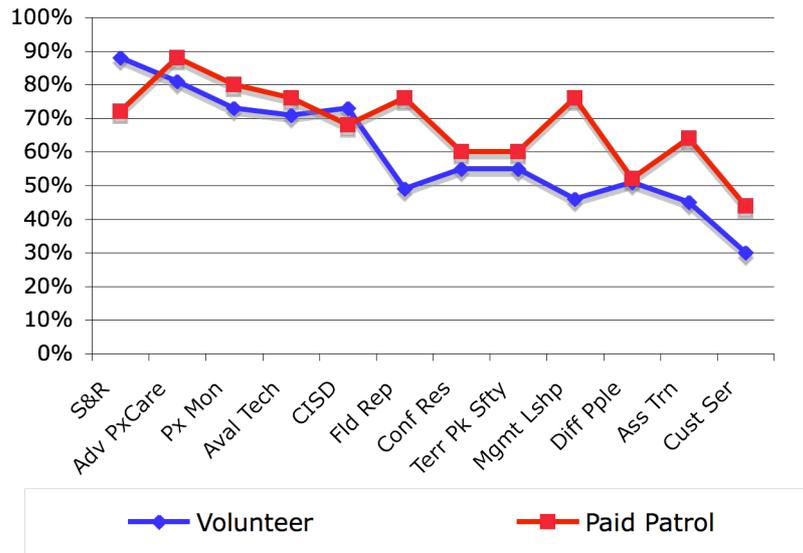


Figure 7 Training Needs by Status in 2006

4.4. Continuing as a Patroller

All items exploring what would support the patrollers’ continued involvement were rated highly (Table 13). The most important was the *Camaraderie and relationships with other patrollers* (94% rated as Important or Very Important), followed by *Feeling like I am able to help others in need* (93% rated as Important or Very Important)

Table 13 Impacts Upon Continued Involvement as a Patroller

	Very unimportant 1	Unimportant 2	Neutral 3	Important 4	Very important 5	N/A	Response average (excl N/A)
Camaraderie and relationships with other patrollers	1%	0%	4%	24%	70%	1%	4.64
Feeling like I am able to help others in need	0%	0%	6%	34%	59%	1%	4.54
Job satisfaction	0%	0%	5%	36%	57%	2%	4.53
Being outdoors	1%	0%	4%	38%	56%	1%	4.49
Respect from the resort management	1%	4%	10%	41%	42%	1%	4.21
The encouragement I get from other patrollers to do a good job	1%	4%	15%	49%	30%	1%	4.04
Training opportunities	0%	6%	23%	41%	29%	1%	3.94
Respect of the public	1%	7%	29%	37%	25%	1%	3.79
Incentives/rewards I receive as a volunteer	4%	6%	21%	37%	13%	19%	3.60
The pay I receive as a paid patroller	3%	5%	10%	14%	9%	58%	3.51
Being able to ski/board for free	7%	13%	24%	39%	14%	2%	3.41

The *Camaraderie and relationships with other patrollers* is more important for volunteers than paid-patrollers as is the *Respect of the public* and *Being able to ski/board for free*, while *Training opportunities* is more important for the paid patrollers (Figure 8). For each group the tangible recognition via pay or incentives also rated highly and both groups the *Respect of the resort management* was also significant in their ongoing participation.

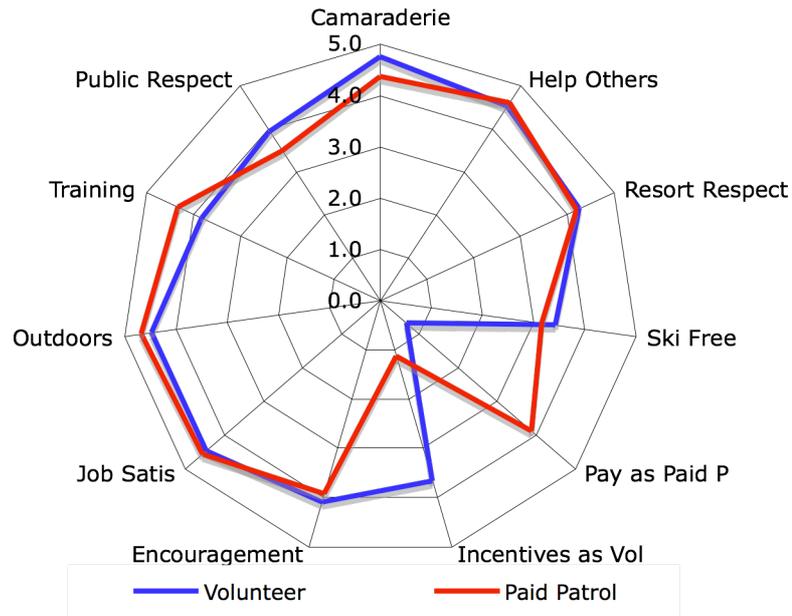


Figure 8 Influences on Staying on as a Patroller by Status in 2006

Table 14 Influences Upon the Work Experience of a Patroller

	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5	Response average (excl N/A)	
Incentives or rewards for volunteer is important	0%	4%	9%	40%	44%	2%	4.28
The low rates of pay as a paid patroller make it hard to see this as a career	0%	5%	8%	17%	29%	41%	4.17
Having my ASPA qualifications recognised overseas would be of benefit to me	3%	3%	17%	29%	45%	3%	4.13
Other work commitments stop me patrolling as much as I would like	3%	4%	17%	40%	27%	9%	3.92
*Having my ASPA training recognised by other RTOs in Australia is of value to me	10%	7%	5%	33%	44%	0%	3.91
Spending time with friends/family when I am on patrol is important to me	5%	8%	18%	45%	21%	3%	3.71
Volunteers and paid patrollers should start work at the same time	8%	12%	21%	11%	42%	6%	3.71
Career progression within the patrol is desirable	1%	10%	27%	34%	16%	12%	3.61
The cost of petrol to get to the resort is becoming a barrier to my involvement	7%	13%	18%	39%	14%	8%	3.44
The cost of maintaining my qualifications is getting difficult	4%	15%	30%	40%	9%	2%	3.36
*Family demands are a limit to my participation as a patroller	16%	20%	8%	27%	23%	6%	3.03
The cost of the uniform is reasonable	12%	17%	21%	20%	7%	23%	2.91
*The minimum numbers of days I need to do as a volunteer patroller is too high	1%	7%	29%	22%	20%	21%	2.90
The cost of accommodation when I am on patrol is prohibitive	7%	25%	35%	12%	6%	14%	2.82

* Reverse coded and reworded from original

Differences are observed between the influences upon ongoing participation as a patroller for volunteers and paid patrollers (Figure 9). For volunteers the key items relate to the cost of volunteering (financial, relationship and time) while for paid patrollers the desire for having some career progression within the patrol is desirable supported by strategies such as career-oriented pay rates and external recognition of qualifications.

Those items scoring more highly by volunteers than paid-patrollers were:

- Other work commitments stop me patrolling as much as I would like;
- Incentives or rewards for volunteer is important;
- The cost of petrol to get to the resort is becoming a barrier to my involvement;
- The cost of the uniform is reasonable;
- The cost of maintaining my qualifications is getting difficult;
- Spending time with friends/family when I am on patrol is important to me;
- The minimum number of days I need to do as a volunteer patroller is too low (original wording).

Those items where paid-patrollers scored more highly than volunteers were:

- Having my ASPA qualifications recognised overseas would be of benefit to me;
- The low rates of pay as a paid patroller make it hard to see this as a career;
- Career progression within the patrol is desirable;
- Volunteers and paid patrollers should start work at the same time.

While not shown on Figure 9, the one area that is out-scored by those who are currently In-active in 2006 is for the item *Other work commitments stop me patrolling as much as I would like*.

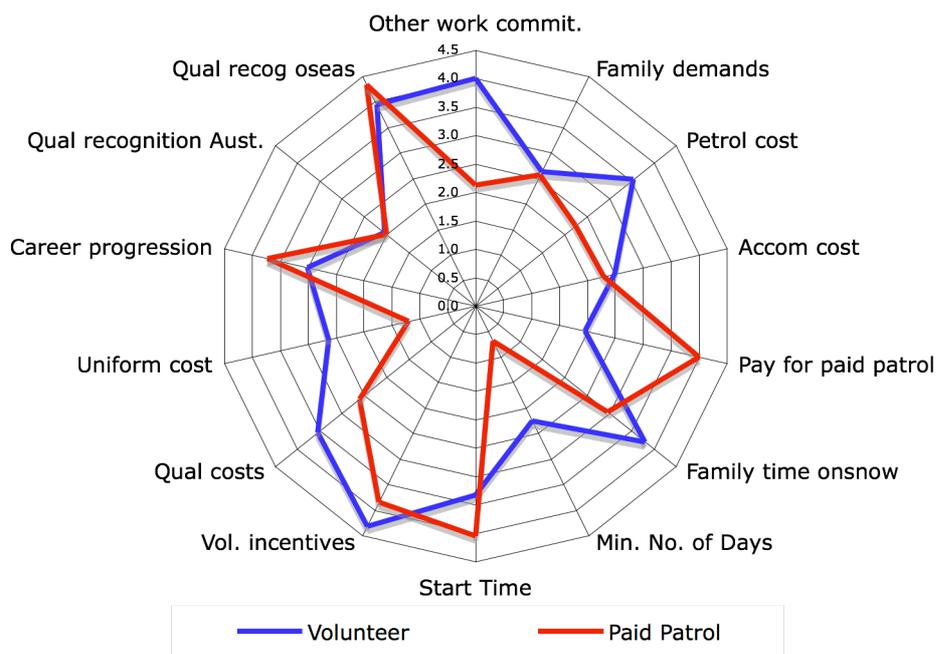


Figure 9 Influences on Ongoing Participation as a Patroller by Status in 2006

If ASPA is to explore the recognition of their qualifications by overseas patrols, the timing might be influenced by the overseas locations where Australian patrollers are already working (Table 6). As discussed previously, USA is the most common destination (58.9% of those who worked overseas) followed by Canada and Japan (5.9% each).

4.5. The Role of ASPA

Responses to statements about ASPA (summarised in Table 15) indicate a high level of support for becoming a RTO and that ‘ASPARations’ provides useful information for patrollers. However levels of agreement regarding knowing what ASPA does and the level of communication indicates that there is room for ASPA to more effectively communicate its role to individual patrollers.

Table 15 The Role and Work of ASPA

	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5	N/A	Response average (excl N/A)
Becoming an RTO has been a good thing	0%	4%	15%	40%	39%	1%	4.16
The newsletter ‘ASPARations’ provides me with useful information	1%	2%	31%	47%	17%	2%	3.78
*I understand what ASPA does	0%	12%	21%	56%	11%	0%	3.66
The ASPA Board need to communicate more effectively with me	3%	8%	51%	27%	9%	1%	3.32
ASPA should just keep doing what it currently does	2%	22%	40%	30%	5%	1%	3.15
ASPA should offer individual memberships to each patroller	4%	21%	55%	13%	6%	1%	2.97
I am aware who is on the ASPA Board	14%	26%	23%	28%	6%	2%	2.87

* Reverse coded and reworded from original

The difference between the views of current volunteer patrollers and current paid-patrollers is very similar (Figure 10) in most areas, expect knowledge of board members and the usefulness of the newsletter ‘ASPARations’. In each case volunteers reported these more highly than paid patrollers. The idea of individual membership for patrollers received a lukewarm response with an overall response average of 2.97 (just below neutral) with neither the volunteers or the paid patrollers expressing strong views either way. The perceived need for individual memberships may be overcome if the communication flows can be improved either through the online materials, ASPARations or some other.

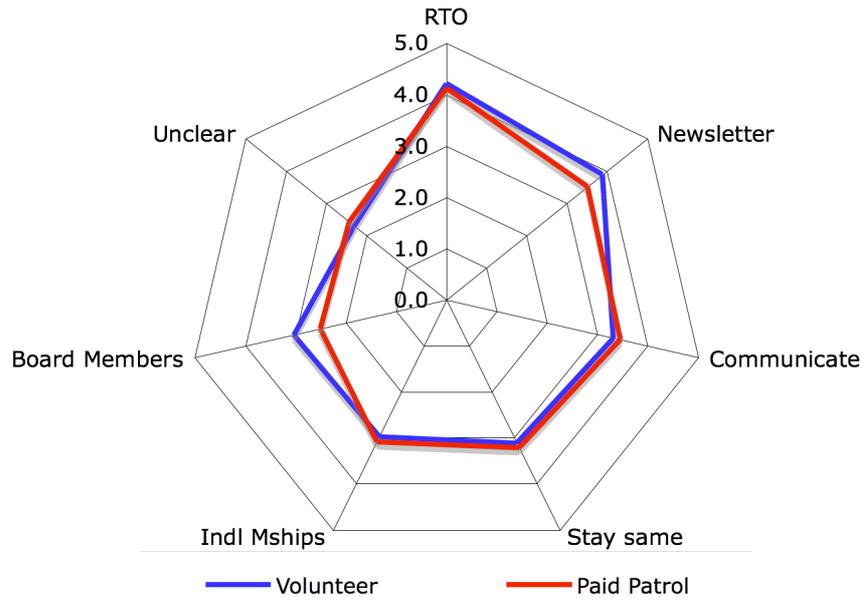


Figure 10 Role of ASPA by Status in 2006

The paper-based survey asked an additional question about how respondents would like ASPA to communicate with them. Of the 25 responses 14 (56%) indicated that they would prefer to be contacted directly via email. A further 6 (24%) preferred the current process of contact via their patrol while 4 (16%) wanted direct contact via mail. Thus, 72% wanted direct contact from ASPA either via email or mail. Had this same question been included in the on-line survey it could be surmised that the preference for direct contact via email could be higher than 56% as the 77 people who completed the survey on-line had all received information about the survey directly via email.

4.5.1. The work of ASPA

As demonstrated in Table 16 all items that were listed regarding the current work of ASPA received response average over 4 on a 5 point-scale. This includes the training of and communication with individual patrollers about patient care and protocols and the lobbying and communication with the other stakeholders including participants, resorts and government about snowsport safety.

Table 16 The Work of ASPA

	Most Unimportant 1	Unimportant 2	Neutral 3	Important 4	Most important 5	Response average
Training patrollers	0%	0%	3%	31%	66%	4.63
Communicating with patrollers about changes in protocols	0%	0%	1%	42%	57%	4.56
Setting patient care standards	0%	1%	5%	52%	42%	4.35
Encouraging professionalism in the patrols	0%	0%	8%	51%	41%	4.33
Lobbing government about snowsport safety	0%	3%	12%	55%	30%	4.11
Communicating to the public about snowsport safety	0%	2%	13%	56%	29%	4.11
Lobbing the resorts about snowsport safety	0%	1%	15%	58%	26%	4.08

4.5.2. Information on the ASPA website

The accessing of information on the ASPA Website appears to be quite low, with the most important information being *Course Dates* (72% look 1-3 times per year), followed by ‘*ASPARations*’ Magazine (42% look 1-3 times per year). While these levels look low, a question has to be asked about how often the information is being changed and therefore encouraging patrollers to return to the website, e.g. as a patroller only needs to be re-accredited every three years, the fact that 72% are looking at the website 1-3 times per year for *Course Dates* may actually be a high rate. This logic could also be applied to *ASPARations*.

Table 17 Accessing Information on the ASPA Website

	Never 1	1-3 times per year 2	4-6 times per year 3	7-9 times per year 4	10 or more times per year 5	Response average
Course dates	22%	72%	5%	1%	0%	1.86
‘ASPARations magazine’	38%	42%	16%	3%	0%	1.85
Information about other patrols or resorts	44%	42%	11%	2%	0%	1.71
Information about alpine safety	49%	41%	8%	2%	0%	1.64
Information about health and safety	52%	40%	6%	2%	0%	1.59

To explore what other information patrollers may want on the website a list of seven items was supplied (Table 18). The items of most interest relate to tangible benefits and the costs associated with being a patroller: *Pro deals on equipment* (94%) and *Pro deals on clothing* (92%). As might be expected paid patrollers were slightly more interested than volunteers in pro-deals on equipment and clothing, while volunteers were more interested in on-line discussion boards. This latter point may reflect the fact that paid patrollers can participate in these types of discussions on a daily basis in their work, while the volunteers, who are expected to deliver the same level of professionalism and service do not have the same live opportunity, but still need that input and connection.

Table 18 Other Potential Information on the ASPA Website

	Yes	No	N/A	Volunteer in 2006 'Yes'	Paid Patrol in 2006 'Yes'
Pro deals on equipment	94%	4%	2%	94%	96%
Pro deals on clothing	92%	6%	2%	91%	100%
Discussion board on latest safety or medical issues	80%	18%	2%	82%	79%
Discussion board on industry issues	71%	24%	5%	74%	63%
Patrol employment opportunities	70%	22%	8%	67%	88%
Buying/selling of used ski/board equipment	60%	31%	8%	64%	52%
Personal email address	48%	47%	4%	55%	42%

4.6. Other Comments by Respondents

The complete text of the comments provided by 39 respondents (37.5%) is provided in Appendix 1: Comments by Respondents. There were many positive comments about the work that ASPA is doing, with some concerns as well as recommendations for ongoing improvement of the work of ASPA including:

1. The high cost of volunteering;
2. Improved communication with resorts;
3. Improved communication with patrols;
4. Improved opportunities to work across resorts (this may also help address 3 above);
5. Paying instructors to help maintain standards;
6. Broadening the pool of instructors across resorts (this might also be impacted by paying instructors);
7. Focusing on the core business of training patrollers via off-snow, on-snow and online methods.

5. Discussions

The Australian Ski Patrol Association as the peak body for ski patrols in Australia has undergone substantial change over the last few years with the shift to being a Registered Training Organisation with its associated demands upon trainers, assessors and management practices, as well as the increased use of online information strategies. As with any change process there may be concerns from some about what is happening. This research provided an opportunity for individual patrollers to help advise ASPA and have input into the future direction of ASPA across some key areas and in particular core areas related to human resources management: recruitment, training and development, reward and remuneration and retention.

ASPA receives strong support for its core business and the necessity for that work to continue at a high level whether that may involve paying instructors, employing an executive officer and/or through the ongoing professional development of current patrollers and instructors.

This research will help inform ASPA in the future by understanding more about current patrollers, but also by seeking input into future activities that ASPA could pursue. Some key insights are:

- The dominance of males in the patrols;
- The desire of patrollers to help others in an outdoor environment;
- The role of friends and family who are patrollers in attracting and informing new members;
- The increase importance of the ASPA website for new members;
- The importance of training, mentoring and role-modelling in the enculturation of new members;
- The positive impact of the camaraderie and relationships within the patrols upon people's continued involvement as a patroller;
- The positive impact of appropriate rewards and incentives for both volunteers and paid patrollers;
- The actual cost of patrolling as well as invaluable contribution made by both volunteers and paid patrollers to the work of the resorts;
- The desire of paid patrollers to be seen patrolling as a career;
- The need for ASPA to continue to lobby the public, the resorts and the government about snowsport safety.

The methodology used in this research suggests that there may be blockages in the communication process from ASPA to the patrols and onto the individual patrollers. This could be addressed by having an effective email communication list. In addition other areas that may warrant further investigation and/or management include:

- Investigate what barriers may exist for underrepresented groups to join both volunteer and paid patrols, e.g. younger people, females, snowboarders;
- Implement strategies for increasing the numbers from underrepresented groups;
- Explore career development strategies for paid patrollers;
- Develop a communication strategy, potentially via email, that would enable direct contact with individual patrollers.

While there is a large component of paid-patrollers who work on the patrols, the operation of the patrols and the management of snowsport safety in resorts, also depends greatly upon the work of many volunteers who are committed over many years to train, patrol and train others. With 67% of responses being from volunteers, there needs to be a significant emphasis upon the effective management of volunteers. However as 62% of the reported work is being done by paid patrollers there needs to be an equal emphasis upon the effective management of paid patrollers. As such, the strategic management of not just the paid patrollers, but also the volunteers is essential as identified in previous research on volunteer management as well as strategic human resource management.

As previously mentioned there are certain 'turn offs' and 'turn ons' for volunteers as summarised in Table 19. These lists could also be used as a checklist to score the performance of either ASPA or individual ski patrols to consider how well they are managing both volunteers and paid patrollers. In many areas ASPA and ski patrols will score well. For example: the work is meaningful, the relationships and camaraderie keep people coming back, there is good quality training on offer, and there are rewards

and recognition process. As an example a model Code of Practice for Volunteers, prepared by Volunteering Australia, is provided in Appendix 2.

Table 19 Volunteers: Turning them Off and Turning them On (Vining, 1998)

Volunteer Turn-Offs	ASPA or Ski Patrol Score ?	Volunteer Turn-Ons	ASPA or Ski Patrol Score ?
1. Unclear responsibilities		1. Benefits of work to children	
2. Poor organisation		2. Work that counts	
3. Information withheld		3. Efficient organisation	
4. Long meetings		4. Training and information	
5. Tension and conflict		5. Friendly relations	
6. Uncooperative staff		6. Efficient rosters	
7. Burnout from overwork		7. Appreciation	
		8. Recognition	

However, as with any organisation, there are always areas of ongoing development as circumstance change. Another mechanism that could be used for the effective strategic management of the patrols is to look at staffing of patrols via a risk management framework such as the in the Risk Management Standard (Standards Australia, 2004). The following presents an example of how the standard could be applied to volunteer management within the ski patrols.

5.1. **Managing the Risks Related to Volunteering**

A risk is ‘the chance of something happening that will have an impact on your organisation’s objectives’. In the context of volunteers with the ski patrols, the more significant risks relate to ensuring that there is an ongoing adequate supply of, and demand for, volunteers. The following analysis applies the Risk Management Process from the Risk Management Standard (Standards Australia, 2004) to a volunteer management scenario (Figure 11).

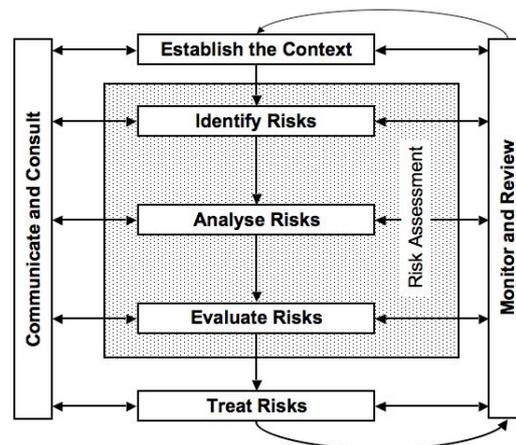


Figure 11 Risk Management Process Overview

Source: Figure 2.1 Risk Management Process Overview, Standards Australia/Standards New Zealand (2004) AS/NZS 4360:2004 Australian/New Zealand Standard: Risk Management. Standards Australia and Standards New Zealand, Sydney and Wellington, p. 9.

5.1.1. Identifying the Risks: Supply of Volunteers

Supply of volunteers relates to the availability and willingness of people to offer themselves as volunteers initially, having an ongoing commitment and also the potential for volunteers to expand the time and/or services they can offer once they are already volunteering.

Some factors that will impact upon the available supply of volunteers include:

- Inadequate or inaccurate marketing of volunteer opportunities
- Impact of the broader context/environment:
 - Increased competition for the ‘volunteer hour’ from other organisations
 - The costs of volunteering, e.g. travel, accommodation, uniforms, training
 - Declining societal support for volunteerism
- Problems retaining volunteers
 - Failure to provide safe work systems for volunteers
 - Volunteers’ skills and experiences undervalued and/or under-utilised
 - Volunteers feel unappreciated and/or undervalued and lack of acknowledgement/celebration of volunteer contribution
 - Supervising staff do not have the skills to manage volunteers
- Injury to volunteers while volunteering
 - Physical
 - Emotional
 - Mental

5.1.2. Identifying the Risks: Demand for Volunteers

The demand for volunteers is based upon a combination of factors such as the:

- awareness of staff of the contribution volunteers can make;
- identification of the skills and experiences of each individual volunteer;
- identification of suitable tasks that match the available skills and experience;
- staff having the skills and experience to establish volunteer tasks and supervise volunteers

Some factors that will impact upon the demand for volunteers include:

- Volunteers not seen as a strategic aspect of the ski patrol or resort’s work
- Legislation (e.g. Child Protection and OHS) making it prohibitive to use Volunteers as a vital component of ski patrols
- Insurance premiums for volunteers becoming excessive
- Paid staff unsure how to maximise the use of volunteers

5.2. Analyse and Evaluate the Risks

Analysing the risk includes looking at likelihood of the risk occurring, the consequences if the risk occurs, existing controls that may be in place and actions that may need to be taken given the risk 'score' (i.e. the interaction of the likelihood and the consequences).

The following three tables are from Australian Standard 4360 on Risk Management.

Table 20 Measures of likelihood

Level	Descriptor	Example Detail Description
A	Almost certain	Is expected to occur in most circumstances
B	Likely	Will probably occur in most circumstances
C	Possible	Might occur at some time
D	Unlikely	Could occur at some time
E	Rare	May occur only in exceptional circumstances

Table 21 Measures of consequence or impact

Level	Descriptor	Example Detail Description
1	Insignificant	No injuries, low financial loss
2	Minor	First aid treatment, on-site release immediately contained, medium financial loss
3	Moderate	Medical treatment required, on-site release contained with outside assistance, high financial loss
4	Major	Extensive injuries, loss of production capability, off-site release with no detrimental effects, major financial loss
5	Catastrophic	Death, toxic release off-site with detrimental effect, huge financial loss

Table 22 Risk Analysis Matrix

Likelihood:	<i>Consequences</i>				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
A (Almost certain)	<i>A1 High</i>	<i>A2 High</i>	<i>A3 Extreme</i>	<i>A4 Extreme</i>	<i>A5 Extreme</i>
B (Likely)	<i>B1 Moderate</i>	<i>B2 High</i>	<i>B3 High</i>	<i>B4 Extreme</i>	<i>B5 Extreme</i>
C (Possible)	<i>C1 Low</i>	<i>C2 Moderate</i>	<i>C3 High</i>	<i>C4 Extreme</i>	<i>C5 Extreme</i>
D (Unlikely)	<i>D1 Low</i>	<i>D2 Low</i>	<i>D3 Moderate</i>	<i>D4 High</i>	<i>D5 Extreme</i>
E (Rare)	<i>E1 Low</i>	<i>E2 Low</i>	<i>E3 Moderate</i>	<i>E4 High</i>	<i>E5 High</i>

- **Extreme Risk:** Immediate preventative action required
- **High Risk:** Senior management attention needed
- **Moderate Risk:** Management responsibility must be specified
- **Low Risk:** Manage by routine procedures

The following tables provides an example of the analysis of the risks associated with inadequate supply of volunteer and/or demand for volunteers

Table 23 Examples of Risks Associated with the Supply of Volunteers

Risk	Likelihood	Consequence	“Risk Score”	Treat the Risks: Actions Required	By Whom
1. Inadequate or inaccurate marketing of volunteer opportunities	C Possible	2 Minor	C2 Moderate	Develop & monitor Volunteer Strategic Plan in conjunction with resorts and patrols	?
2. Increased competition for the ‘volunteer hour’ from other organisations	B Likely	3 Moderate	B3 High	Ongoing celebration & recognition of vols via internal & external sources	?
3. Transport costs excessive	C Possible	2 Minor	C2 Moderate	Monitor petrol costs; Seek support/sponsorship from petrol companies	?
4. Declining societal support for volunteerism	D Unlikely	4 Major	D4 High	Ongoing publicity about vol contribution via media, publications, Annual Report	?
5. Failure to provide safe work systems for volunteers	C Possible	3 Moderate	C3 High	Train all (incl Vols) in OHS roles & responsibilities Implement Vol Mentors to assist in support of Vols	?
6. Vols’ skills & experience undervalued and/or under-utilised	B Likely	2 Minor	B2 High	Skill analysis of all Vols, link to Strategic Plan	?
7. Vols feel unappreciated and/or undervalued of vol contribution	C Possible	3 Moderate	C3 High	Acknowledge volunteers via internal & external sources Internal marketing (e.g. dept. heads) of volunteer contribution Improve Vol mgmt practice	?
8. Supervising staff do not have the skills to manage volunteers	C Possible	3 Moderate	C3 High	Training for Vol supervisors	?
9. Injury to volunteers while volunteering	C Possible	3 Moderate	C3 High	Train Vols in safe work practices (as applicable)	?

Table 24 Examples of Risks Associated with the Demand for Volunteers

Risk	Likelihood	Consequence	“Risk Score”	Treat the Risks: Actions Required	By Whom
1. Volunteers not seen as a strategic part of resort work	D Unlikely	3 Moderate	D3 Moderate	Ensure Vols are recognised in resort strategies & reports	?
2. Legislation, e.g. OHS & Child Protection make it difficult to use Volunteers	C Possible	4 Major	C4 Extreme	HR to monitor legislative climate; Lobby as necessary	?
3. Insurance premiums for volunteers becoming excessive	C Possible	4 Major	C4 Extreme	HR to monitor insurance climate; Lobby as necessary	?
4. Paid staff unsure how to maximise the use of volunteers	C Possible	3 Moderate	C3 High	Inservice staff on vol roles Increase marketing of role of Vols in resorts Promote Vol contribution via internal & external marketing strategies incl Annual Report	?

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Appendix 1: Comments by Respondents

Comment	Online (O) or Paper (P)
1. There's only so much ASPA CAN DO IF THERE'S NO SNOW...	O
2. The US Ski patrol website has sample exams and much more in-depth medical training. I think ASPA should focus on medical training and get those who wish up to a much higher standard.	O
3. The costs of petrol, uniforms and membership including raffle tickets means it costs me more than \$10 an hour to patrol. It's expensive being a volunteer and if ASPA can help great.	O
4. thanks for asking for our feedback.	O
5. Thank you for all the hard work! Would like to see more formally established concessions for ski patrollers between resorts eg if you work at one resort you can get concessions on resort entry and trail passes at the other resorts. Also opportunities to get work experience with other patrols.	O
6. Really enjoyed the format at Thredbo this year and the presentation. Very well organised and informative.	P
7. Provide more guest speakers on diverse topics to increase knowledge base.	O
8. Patrollers need to get off their collective arses and help the Committee achieve the great work that they are attempting. ASPA can only move forward with effort from those whinging bludgers who are too lazy to help out. Generation X and Y thinking is creating a bunch of patrollers who want it all on plate with no effort, and have a chip on their shoulder when it isn't.	O
9. On snow safety and education are the main roles of ASPA. I am happy at the present that ASPA is fulfilling these roles well. Any reduction in these aspects would not be recommended.	O
10. More involvement, from paid patrollers who are in and around the industry more and other medical professionals, could make further advancements in patient care, protocol and medical training. I think increasing the level of training would be a good thing as well. e.g: equivalent to America's EMT qualifications.	O
11. More effort to explain what ASPA does and updates on what it has achieved each year	P
12. Keep up the good work I believe ASPA is moving in a very positive direction	O
13. Keep up the good work	O
14. Keep the theory component to a minimum, and utilise more of an on slope training concept. It is more important for patrollers to be able to deal with real incidents and train them that way than to list symptoms and signs in an exam setting and then forget them or have no ability to actually treat patients on the slopes when it counts. Developing more theory at a higher level may be fine as an RTO but some of the current theory is at a level that will never be utilised in a patrol setting. It may be interesting but is not required to provide the best care possible on an advanced first aid basis. The priority should be to train patrollers to be effective then look at doing further training for those who wish for a career path etc. Perhaps a look at other 'advanced' first aid courses to see what they do could be beneficial.	O
15. It seems as if ASPA communicates directly with individual Patrols on the assumption that these Patrols will then pass on the information to their members. This process does not work as you rely on the assumption that the Patrols communicate effectively outside of their committee meetings. I feel ASPA should communicate directly to each Patroller as well as the Patrol groups from each resort. I say this because both of the Patrols in Tasmania, Ben Lomond and Mt Mawson whom i'm involved with do not communicate to its members. While Tassie is fickle with snow cover the Patrol need to communicate better and maybe if ASPA communicate directly to individual patrollers we may have more people interested in joining or continuing as a Patroller. Because of this lack of direction and communication, I only have a goal of reaching 10 years of active service next year as a Patroller and past Captain. Cheers (Name provided)	P
16. Interesting changes to training/qualifications. Genuine concern though for offering of very specific skills/training by instructors that are not industry professionals. A more	P

Comment	Online (O) or Paper (P)
synergistic work environment is required between pro/volly. It is meant to be 1 patrol doing 1 job for the same purpose. So why 2 sets of rules, 2 sets of standards and 2 sets of management?	
17. Individual Patrol Committees would benefit from improved communication from APSA to better understand those issue which ASPA is managing or proposes to manage direct with resort management. There have been one or two incidents where Thredbo Patrol for example has been asked about ASPA policy eg wrt drink coasters, the alpine responsibility code. Thredbo Committee was unaware regarding APSA'a intentions with Thredbo management. If Thredbo Committee is aware in advance then it may be able assist ASPA implement it's proposed strategies.	O
18. Improvements this course (Oct 2006) have been very good. Resource material was helpful pre-course.	P
19. I would think for ASPA to maintain high levels of training to such professional standards not only in our own emergency care course but as we branch out into other areas we will probably need to pay our instructors to maintain these standards.	O
20. I would like to see aspirations delivered by mail as it use to be. More website info on the world of patrolling would be great. Tax deductibility of fuel to and from the resort for volunteers would encourage more patrolling. It got a little out of control this year and I think in the long term it will impede growth of patrols. Believe me this is a big issue for people that don't have company or business vehicles \$650 for me this year. Survey is a great idea if you listen and act on responses.	O
21. I think ASPA needs to build stronger relationships with Resort Management rather than be what is perceived to be a regulatory body. With Stronger resort relationships the value of patrol irrespective of whether paid or volunteer is more likely to be elevated as I believe there are many patrollers who truly feel unappreciated by Resort Management - perceived as being slack and looking for free-skiing opportunities; rather than as an integral part of risk management and accident prevention which saves the Resorts enormous sums of money in litigation. In some ways the Resorts capitalise on the fact there are many dedicated people in patrol who enjoy assisting those who are injured through not recognising the value patrol brings. ASPA could take a stronger role in lobbying the resorts.	O
22. I think ASPA has done great work but strategic reassessments are always important to be done regularly	P
23. I have enjoyed patrolling and ASPA over the past few years. my only negative comment would be that often those who graciously give their time to help out with training and scenario stations at ASPA should be intimately aware of ASPA protocols and procedures, there has been some misinformation being spread which detracts, in my opinion, from the course. while i still enjoy patrolling, i get more out of teaching and training, and to clarify some of my responses, if i was not patrolling and receiving incentives, my family and i would not ski as much as we do, i am grateful that i can patrol & ski with my family occasionally, it certainly makes skiing my affordable.	O
24. I have a dream! ASPA in the future would be the training body for all patrollers in Australia. There would training and internationally recognised certification of all skills associated with patrolling ie. akja running, clinical skills, a/c control, conflict resolution etc.. ASPA would employ patrollers on full and part time contracts, then sub contract them out to resorts. ASPA would control the pay scales ie.. Depending on skills and experience, ASPA would supply uniforms, ski hardware (good sponsor opportunities) and terms and conditions to which there patrollers will work under. ASPA could then offer those patrollers contracts overseas. This would make patrolling a career that paid well and with good conditions would attract the right people with a stable job. I do dream?	O
25. I feel you are doing a great job although I think you are optimistic about the extra courses you intend to run. The Advanced First Aid Course and the Ski Test is all we require.	P
26. For Question 14: The most important thing for my continued involvement as a patroller is my health and fitness. General: ASPA is now of a size that it should consider the appointment of a paid executive officer (part time). Currently all the work is provided on a	O

Comment	Online (O) or Paper (P)
volunteer basis.	
27. Fantastic idea giving us a folder with the important flow charts, assessment sheets and other info. My first course at Thredbo and I found it excellent overall. Dr Robinson in particular explained complex items in a simple easy to understand style	P
28. Employment opps on the website	P
29. Eliminate bias against patrollers from other resorts from the person judging examinations. Namely Perisher ASPA examiners marking down Thredbo patrollers.	O
30. Dr Jeff Robinson was a fantastic lecturer - funny interesting and informative. Some of the quality of the lectures given at Thredbo was low (unfortunately the lecturer was a bit arrogant about the depth of his knowledge when it was obvious to the audience that he was making a mistake)	P
31. Congratulations on RTO status. Great work over last few years. Continue to improve communications to all patrollers. Direct email works. Thanks for support given to Baw Baw in 2006.	O
32. Because I am a volunteer free skiing and parking, accommodation are essential. We pay for our petrol, food, training and uniforms and also do a major clean up and paint of the ski patrol hut each season.	O
33. ASPA works for the Ski Patrols and was started for the reason of training us. Without Ski Patrol you (ASPA) don't exist. So you should ask us what we want not what some of you want to teach us. This time ASPA was excellent. The Thredbo course was run without a lot of the egos of the Sydney course.	P
34. ASPA is doing a great job at pushing for funding, public awareness and many of it's other objectives. This positive movement is very encouraging as a patroller.	O
35. ASPA does a good job. Would like to see some information on how to arrange 'work experience' with other patrols, particularly for people who are mainly X-C patrollers and would like some broader experience. It would also be good if there were some sorts of concessions available in a formal way for patrollers spending time at other resorts eg if someone from LM goes to Falls for a few days.	O
36. 1-industry issues and the latest medical issues are the most important for me as I'm the midweek patroller at Ben Lomond and work by myself, 2- a person where we can talk about patrol issues, 3- being able to buy equipment on a pro deal basis would be great, 4- local and overseas job opportunities. 5- trainers coming to Tasmania when we have snow to give us on the snow stuff, 6- opportunities to do pd on other mountains, cheers <i>(Name supplied)</i>	O
37. Its a great organisation developing as it goes. I think there needs to be more advantages for National / Master Patrollers than there currently is . ie Pro's should get paid more if they are Master Patrollers , volunteers should be given extra incentives if they do the required days.	O
38. You need to train more instructors and assist instructors from other resorts other than Perisher. You could get a better cross flow of information and techniques. It would also make it better and fairer at exam times with a greater pool.	P
39. Whilst a conduit to federal funding etc is important I feel ASPA is indicating or empire building with little regard to coal face	P

Appendix 2: Volunteering Model Code of Practice



INFORMATION SHEET

JUNE 2005

Model Code of Practice for Organisations Involving Volunteer Staff

Volunteering Australia has developed, through consultation with volunteer involving organisations and projects in the not for profit sector, national standards for volunteer involvement which represent and explain the tenets of 'best practice' in the management of volunteers.

The following points identify policy considerations for volunteering involving organisations and can be addressed as part of the process to implement the national standards.

- Interview and employ volunteer staff in accordance with anti discrimination and equal opportunity legislation;
- provide volunteer staff with orientation and training;
- provide volunteer staff with a healthy and safe workplace;
- provide appropriate and adequate insurance coverage for volunteer staff;
- not place volunteer staff in roles that were previously held by paid staff or have been identified as paid jobs;
- differentiate between paid and unpaid roles;
- define volunteer roles and develop clear job descriptions;
- provide appropriate levels of support and management for volunteer staff;
- provide volunteers with a copy of policies pertaining to volunteer staff;
- ensure volunteers are not required to take up additional work during industrial disputes or paid staff shortage;

1 MODEL CODE OF PRACTICE FOR ORGANISATIONS INVOLVING VOLUNTEER STAFF

- provide all staff with information on grievance and disciplinary policies and procedures;
- acknowledge the rights of volunteer staff;
- ensure that the work of volunteer staff complements but does not undermine the work of paid staff;
- offer volunteer staff the opportunity for professional development;
- reimburse volunteer staff for out of pocket expenses incurred on behalf of the organisation;
- treat volunteer staff as valuable team members, and advise them of the opportunities to participate in agency decisions; and
- acknowledge the contributions of volunteer staff.

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